Based on the sources, **management is defined as getting results through other people**. This core definition emphasizes that a manager's primary responsibility is not to perform tasks themselves, but rather to **facilitate and empower others to do the work**.
Key aspects of this definition include:
• **Enabling Growth**: As a manager, your role is to **help others grow in their positions**, rather than doing their work for them. This is illustrated by an analogy: a weightlifting coach doesn't get their client strong by doing all the bench presses for them; similarly, managers need to step back, guide, and help team members complete their tasks.
• **Time Management**: To effectively get results through others, managers must be proficient in managing their own time and also the **time management of others**.
• **Delegation**: The most fundamental way to achieve results through other people is through **effective delegation**. This involves asking someone to do something and then following up with them about it. A manager's ability to successfully delegate and follow through is crucial for their success.
The sources introduce a **four-step system for delegation** to help managers manage their own and their team's time more effectively:
1. **Why** (Motivation): This step involves helping the person understand the motivation behind the task. Explaining "why" shows respect, care, and a desire for their involvement in the process. For example, if asking for research on a client, explain why it's essential for a larger project and how it will help get more business.
2. **What** (Result): This refers to the desired outcome or end result. Managers should provide a **clear description of what they hope to achieve**. The more specific the description of the result, the more likely it is to be achieved. Using the research example, this would involve detailing a 500-word summary of the company's activities over the last eight years with links to at least three different sources.
3. **Who** (Person Responsible): This step involves clearly designating who is responsible, as tasks often fail to be completed due to a lack of clear assignment. It's important to **ask people by name to do specific things and have them agree to do it**.
4. **When** (Due Date): This is the deadline by which the task should be accomplished. If there's a hard deadline, managers can provide it; otherwise, it's often more effective to ask the other person what due date they can meet, allowing them to choose and make a commitment.
After delegating using this system, the manager's job isn't done from a time management perspective. They need to **capture an action item for themselves** with the answers to these questions (what, who, when). For example, jotting down "Bob will complete the 500-word research task by Tuesday at three o'clock" and sending a reminder. This reminder should typically be set for the day after the due date. If the task hasn't been completed when the reminder comes up, the manager then **follows up with the person to find out what got in the way**. This systematic process helps managers journey toward more effective delegati